

## **Investing in Results**

### **Glossary of Terms**

Alignment	The process by which an organization and /or its units focus on delivering end results to customers, regardless of organizational boundaries. During the Alignment process, mission and services are reexamined throughout an entire organization for consistency with customer needs, and to ensure that all work efforts contribute to delivery of services and accomplishment of the mission. (See also Horizontal Alignment)
Benchmarking	Comparing services, results, processes and/or costs internally or externally with competitors to identify issues or discover “best practices”.
City Service Area	A collection of core services (often crossing departmental lines) that contribute to a larger or common result or outcome. City Service Areas represent areas of interest to residents and the City Council. They are the City’s “key lines of business.” City Service Areas provide a framework and context for Council discussion of overall service performance, policy setting and resource allocation.
Core Service	A key “line of business” of a department. A Core Service represents the collection of activities and operations that deliver results to customers of the organization. The successful accomplishment of core services enables the organization to achieve its mission.
Customer	Anyone who directly or indirectly is a recipient of a service/product.
Horizontal Alignment	The process used to align work efforts and services delivered by multiple organizations toward accomplishment of jointly-provided services or outcomes. Horizontal Alignment analysis focuses on developing a unifying purpose and measurement scheme, clarifying responsibility and accountability, and achieving seamless coordination.

Key Measurement Areas	<p>A group of indicators that, when measured together, give a balanced picture of how well a service is performed and whether a service or product is meeting customer needs. The City of San Jose's four Key Measurement Areas are <b>Quality, Cost, Cycle Time</b> and <b>Customer Satisfaction</b>.</p> <p>Quality - assesses the condition or accuracy of the results produced by a service.</p> <p>Cost - Quantifies the cost of resources consumed in the delivery of service results. Typical cost performance measures are a ratio of service cost to budget or cost per unit of service. May include other financial aspects such as revenue, debt, reserves or fund balances, labor, materials, overhead and equipment.</p> <p>Cycle Time/Response Time - Measures time from service request to delivery, or completion of scheduled cycle of service, program, etc.</p> <p>Customer Satisfaction - Assesses the perceptions of service recipients or other stakeholders regarding performance of services provided, evolving service needs and service gaps. Provides feedback from an external perspective to ensure services remain relevant to and valued by customers.</p>
Mission	A statement describing the reason for the existence of a department or organization.
Operational Services	An Operational Service represents a collection of activities that, together, deliver results to customers. Performance measures for Operational Services are used primarily by supervisors and front-line staff to manage work on a daily, weekly, or monthly basis. Operational Services roll-up to accomplish the core services of the organization.
Strategic Support	Functions which provide organization-wide leadership, general and financial management, physical assets, employee services and business systems to make possible the delivery of services and accomplishment of the organization's mission.